

Module 5 :-

Selection

Process

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Selection Interview

Traditionally, the interview has been the main means of assessing the suitability of candidates for a job. Almost all organizations use the interview at some stage in their selection process. Similarly, most applicants expect to be interviewed.

Interviews are useful for assessing such personal characteristics as practical intelligence and interpersonal and communication skills. The interview can be used for answering applicants' questions, selling the organization and negotiating terms and conditions.

It is a matter of debate whether an interview accurately assesses ability at work, relevant experience and work skills. A further problem with interviews is that factors that are not related to the job influence the decision: clothing, color, ethnic origin, gender, accent, physical features or a disability might be such factors.

There is also evidence that interviewers make decisions very rapidly on little information. You need to be aware of the potential pitfalls in using selection interviews and may choose to supplement them with a variety of selection tests.

The aim of the selection interview is to determine whether the candidate is interested in the job and competent to do it. A selection interview also has the following functions:

- to explain the work of the organization, the job and any features such as induction and probation
- to set expectations on both sides, including a realistic discussion of any potential difficulties (if appropriate)
- to enable the candidate to assess whether they want the job being offered

Tests as a selection tool

here are various types of selection tests and various ways in which they might be used as part of the selection process.

Tests can be very useful in the selection process as they actually replicate certain parts of the job, whereas a selection interview can only indicate whether the person has that ability.

However, it would be very unusual to use a test as the sole means of selecting and, particularly with personality tests, it should not be the major evidence on which the decision to appoint or not is made.

• **Aptitude test**

Tests of physical ability: Used for the selection of manual workers. For example, a test of the ability to perform lifting operations might be used.

Mental ability tests: Tests of literacy, numeracy and intelligence.

Analogous tests: tests which simulate some of the actual tasks in the job, for example a typing or word-processing test for secretaries. Group problem-solving exercises and presentations may be suitable for managerial jobs.

• **Personality tests**

The use of these in selection comes from the assumption that certain jobs require certain personalities and that tests can identify them. The most common form of personality test is questionnaires designed to rate respondents on various personality dimensions. The individual is rated for being persuasive, socially confident, competitive, decisive, introspective, artistic, conceptual, traditional, independent, extravert, stable, optimistic, and so on. Most reputable personality tests need to be administered and scored by trained and licensed users. Organizations selling personality tests usually recommend that they are not the only method used for selection.

• **Assessment Centre**

This is a process, rather than a place, that uses a number of selection techniques in combination. A typical assessment Centre would assemble 12 applicants after screening and subject them to tests such as intelligence tests, presentations, group work and interviews.

Preparing for the interview

Preparation is an extremely important stage in the process and there are four factors to consider in preparing for an interview:

- **What does the interviewer(s) need for the interview?**
- **What does the candidate need?**
- **Location requirements**
- **Requirements of a good interview** The interviewer(s)

• **What does the interviewers need for the interview ?**

The interviewer(s) needs the following for the interview:

Job description, person specification

Individual application forms, CVs, etc.

Details of terms and conditions of employment: hours of work, fringe benefits, perks, etc.

Information on general prospects, training, induction etc. within the organization

• **What does the candidate need?**

- The candidate needs the following for the interview:

- Details of venue; to be met on arrival
- Access to facilities: toilets, any special needs for candidates with disabilities
- Comfortable waiting area

- **Location requirements**

- Suitable room and layout: consider whether formal or informal and what type of setting to create
- Freedom from interruptions and other discomforts and distractions such as extraneous noise, uncomfortable furniture, extremes of temperature, etc.
- Appropriate access for people with special needs

- **Requirements of a good interview**

- A structured interview plan enabling the interviewer(s) to assess what they are looking for in the candidate and whether the person: could do the job (assessment against the person specification) would do the job (judgments of motivation and commitment) would fit (elements of person-organization fit) (Note: a well-developed person specification should include criteria relating to all three areas.)
- A clear idea of the areas of questioning for each candidate to check that they fulfill the criteria
- Agreement on the roles of those involved in the interview if there is a panel: who will chair and how questions will be divided among the panel members in an organized way
- A disciplined approach to timing: enough time for each candidate and not too many candidates per day.